

MASSACHUSETTS EYE AND EAR INFIRMARY

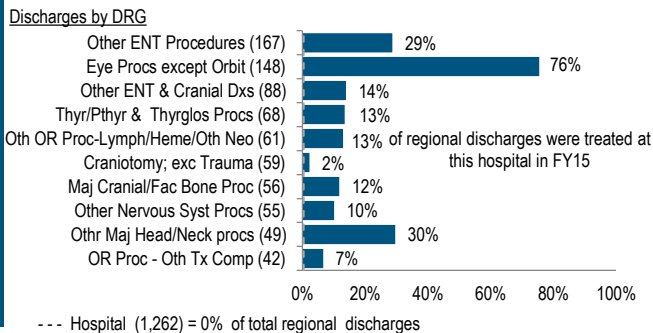
2015 Hospital Profile

Boston, MA
Specialty Hospital
Metro Boston

Massachusetts Eye and Ear Infirmary is a nonprofit specialty hospital located in the Metro Boston region. Mass Eye and Ear provides specialized services for disorders of the eye, ear, nose, and throat, including a 24-hour emergency department for these conditions, and is the region's only designated eye trauma center. It serves a patient population ranging in age from newborns to the elderly. Mass Eye and Ear is a teaching hospital of Harvard Medical School. It had a negative operating margin each year from FY11 to FY15, but a positive total margin each year except FY14 in the five-year period.

At a Glance	Overview / Size	
	Hospital System Affiliation:	Not Applicable
	Change in Ownership (FY11-FY15):	Not Applicable
	Total Staffed Beds:	41
	% Occupancy:	32.1%
	Special Public Funding:	Not Applicable
	Trauma Center Designation:	Not Applicable
	Case Mix Index:	1.24, < cohort avg. (1.83); > statewide (1.00)
	Financial	
	Inpatient NPSR per CMAD:	\$10,583
Services	Change FY14-FY15:	-11.7%
	Inpatient:Outpatient Revenue in FY15:	10%:90%
	Outpatient Revenue in FY15:	\$147,015,233
	Change FY14-FY15:	9.5%
	Total Revenue in FY15:	\$257,274,257
	Total Surplus (Loss) in FY15:	\$2,932,698
	Payer Mix	
	Public Payer Mix:	45.5% (Non-HPP* Hospital)
	CY15 Commercial Relative Price:	0.83
	Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan
Quality	Utilization	
	Inpatient Discharges in FY15:	1,262
	Change FY14-FY15:	-4.8%
	Emergency Department Visits in FY15:	17,712
	Change FY14-FY15:	-1.9%
	Outpatient Visits in FY15:	271,618
	Change FY14-FY15:	3.5%
	Quality	
	Readmission Rate in FY15:	9.0%
	Change FY11-FY15 (percentage points):	0.5%
	Early Elective Deliveries Rate (Jan 2015-Jun 2016):	Not applicable

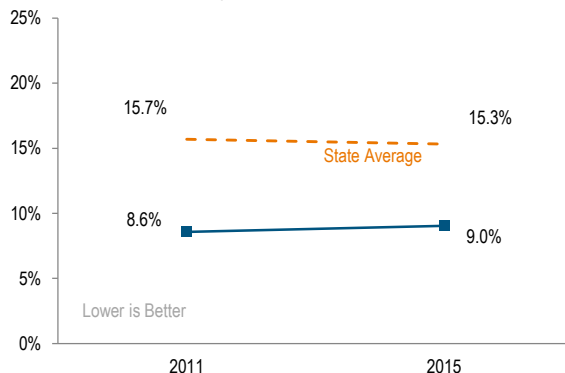
What were the most common inpatient cases (DRGs) treated at the hospital in FY15? What proportion of the region's cases did this hospital treat for each service?



Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

This graph has been suppressed as no single community accounted for more than 1% of the hospital's total discharges, however the hospital reports its patients are primarily from Massachusetts, but also across New England, the U.S. and in some cases, the world.

What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?

Data is not available for these measures.

2015 HOSPITAL PROFILE: MASSACHUSETTS EYE AND EAR INFIRMARY

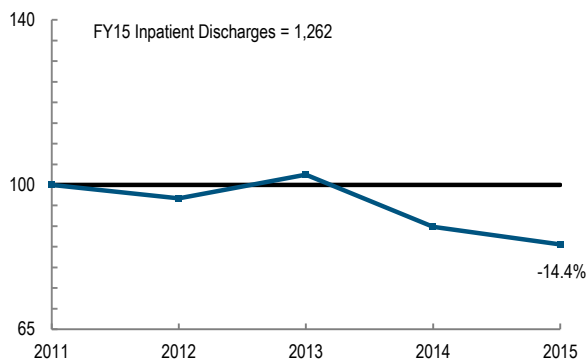
Cohort: N/A - Specialty Hospital

Key:

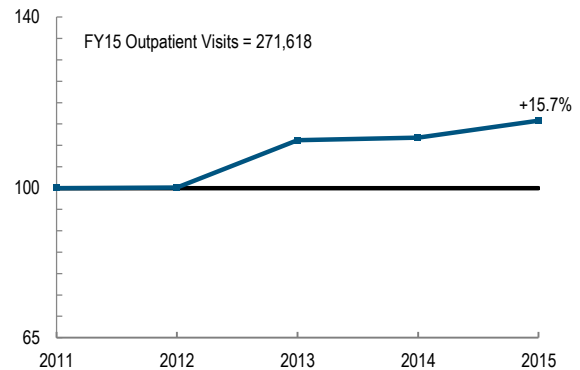
■ Hospital

Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY11? (FY11=100)

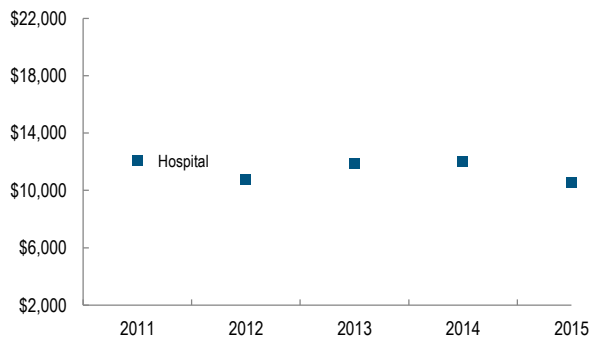


How has the volume of the hospital's outpatient visits changed compared to FY11? (FY11=100)

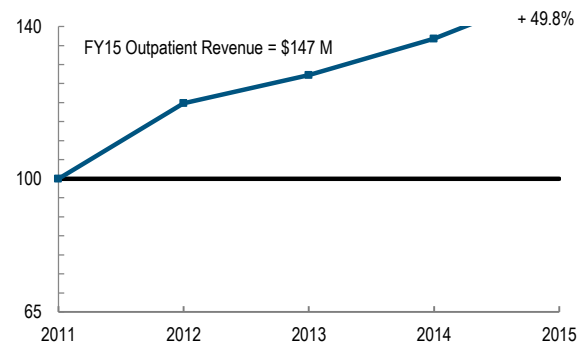


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY11 and FY15?



How has the hospital's total outpatient revenue changed compared to FY11? (FY11=100)



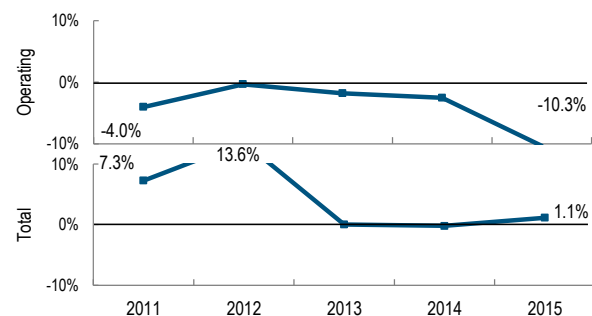
Financial Performance

How have the hospital's total revenue and costs changed between FY11 and FY15?

Revenue, Cost, & Profit/Loss (in millions)

FY	2011	2012	2013	2014	2015
Operating Revenue	\$ 193	\$ 202	\$ 219	\$ 223	\$ 228
Non-Operating Revenue	\$ 25	\$ 33	\$ 4	\$ 5	\$ 30
Total Revenue	\$ 217	\$ 234	\$ 224	\$ 229	\$ 257
Total Costs	\$ 202	\$ 202	\$ 224	\$ 229	\$ 254
Total Profit (Loss)	\$ 15.8	\$ 31.8	\$ 0.1	\$ (0.5)	\$ 2.9

What were the hospital's total margin and operating margins between FY11 and FY15?



For descriptions of the metrics, please see the technical appendix.

* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.